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DCI/IC 74-2324

23 SEP 1974

MEMORANDUM FOR: D/DCI/IC

SUBJECT : Future of the Coordination Staff/Secretariat

1. The following responds to the request from that you be provided with "a conceptual piece, describing the thrust and future plans" for the Coordination Staff/Secretariat.

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2. The Intelligence Community Staff has a number of recurring and sporadic tasks which do not fall within the present terms of reference of any of the three ICS Divisions. These tasks can be handled in one of three ways:

a. By a small staff (perhaps four professionals) viewed as an organizational entity and given special assignments as they arise, in addition to continuing assignments, based primarily on a matching of DCI needs with the specific abilities of individual staff members.

b. By use of a few Special Assistants to the Associate Deputy, each reporting directly to the AD/DCI/IC, which to a degree is the way the present Coordination Staff/Secretariat has been utilized.

c. By assigning special tasks on an ad hoc basis to one or another of the three IC divisions depending upon the availability of personnel.

3. The departure of the Director of CS/S and his replacement by a flag officer who, as Deputy Director for Plans, is expected to have a markedly different job description poses a question as to the future of the CS/S.

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4. I suggest that the "cleaner" procedure is to use an organized staff group, with a group leader, rather than rely on a number of individual officers as "special assistants," in order to relieve the AD/DCI/IC of initial review responsibilities and to facilitate the balancing of work loads. The kinds of projects on which the CS/S has worked in the past frequently have been timesensitive and have required direct access to the D/DCI/IC and AD/DCI/IC. Responsiveness might well have been degraded if it had been necessary to work these special projects though a division chief whose main interest is understandably focused on matters directly related to his division responsibilities.

5. In view of the projects with which CS/S has thus far been primarily involved, I do not consider that "Co-ordination Staff/Secretariat" is a particularly appropriate title. A "Special Actions Group" title would be more descriptive of what the CS/S has been doing. Coordination of projects involving more than one IC division is a minor part of the CS/S effort. The "Secretariat" portion of the present title is a misnomer. The CS/S has had no responsibilities concerning the USIB/IRAC Secretariat, nor has it had any "Secretariat" function -- as I understand the term -- for any other element of the ICS. The CS/S might have served a direct coordination role as the point of contact for all USIB Committee Chairmen on matters they considered should have inter-committee coordination or problems which they wished to raise to the DCI level -- but CS/S has not been called upon to do so.

6. If decision is made to retain something like the present CS/S (hopefully under another title), its role will be shaped considerably by whether:

a. the Deputy Director for Plans is also head of the CS/S or,

b. if not, what specific responsibilities are assigned to the Deputy Director for Plans. I suggest, for instance, that the national/tactical interface responsibilities which CS/S now has should go to the Deputy Director for Plans if an active duty 06 is part of any staff assigned for his support.

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7. As for the "thrust and future plans" of the CS/S, I consider that, unlike the three divisions, CS/S does not have a particular functional or substantive sphere of activity cut out for it. The basic CS/S charge is to respond to special tasking as such arises.

8. The present allocation of projects within the CS/S is probably as suggestive as anything else to describe the CS/S future. These projects are of three types, but vary widely within each type:

a. Scheduled output Action Officer

- (1) Draft DCI Objectives for the Intelligence Community
- (2) Draft progress reports on the DCI Objectives
- (3) Draft the DCI Annual Report to the President on the Intelligence Community
- (4) Draft portions and obtain inputs for the DCI Perspective for Intelligence
- (5) Draft the ICS Periodic Activities Report

b. Continuing actions

- (1) National/tactical intelligence interface project
- (2) IC support for the Murphy Commission
- (3) IC monitorship of legislation affecting the Community
- (4) IC Command Briefing update and briefing arrangements
- (5) CS/S updating for the IC Information Center

c. "As required" actions

- (1) Congressional presentations for the DCI
- (2) Draft an Omnibus NSCID

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- (3) Revise DCIDs
- (4) Letters of Instruction to USIB Committee Chairmen
- (5) Prepare and maintain briefing books for the DCI and D/DCI/IC (NSCIC and PFIAB)
- (6) Monitor revision of SecDef/DCI CRA and MOU
- (7) Draft correspondence for the DCI and the D/DCI/IC on Community matters

All CS/S Officers

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9. Because of the expected small size of any CS/S organization within the ICS, it is important that personnel selected for such an assignment have a broad background in intelligence and knowledge of, as well as acquaintance within, various elements of the Intelligence Community. As in any intelligence staff, however, there also is a place for one or more junior professionals whose role will include functioning as research assistants.

 Deputy Director Coordination Staff/Secretariat

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